DOCUMENT RESUME

ED 099 978 EA 006 597

AUTHOR	Musgrave, Gerald L.; Elster, Richard S.
TITLE	Management by Objectives and Goal Setting. Exchange Bibliography No. 577.
INSTITUTION	Council of Planning Librarians, Monticello, Ill.
PUB DATE	May 74
NOTE	41p.
AVAILABLE FROM	Council of Planning Librarians, P.O. Box 229, Monticello, Illinois 61856 ($4.00)
EDRS PRICE	MF-$0.75 HC-$1.85 PLUS POSTAGE
DESCRIPTORS	Accountability; *Bibliographies; Employer Employee Relationship; *Management by Objectives; *Management Systems; *Objectives

ABSTRACT

This bibliography contains over 500 references to articles, journals, documents, and books on management by objectives and goal setting. The citations are arranged in alphabetical order by author. (DN)

BEST COPY AVAILABLE

Council of Planning Librarians EXCHANGE BIBLIOGRAPHY

May 1974

577

ED 094 78

MANAGEMENT BY OBJECTIVES AND GOAL SETTING

Dr. Gerald L. Musgrave and Dr. Richard S. Elster
Graduate Faculty of Administrative Sciences
Naval Postgraduate School
Monterey, California

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION
DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY.

EA 006 597

Mrs. Mary Vance, Editor
Post Office Box 229
Monticello, Illinois 61856

MANAGEMENT BY OBJECTIVES AND GOAL SETTING

by

Dr. Gerald L. Musgrave and Dr. Richard S. Elster
Graduate faculty of Administrative Sciences
Naval postgraduate School, Monterey, California

Abelson, Herbert I. Persuasion. Springer: New York, 1959.

Air Force Logistics Command: "Results-Oriented Management: Management by (Job) Objectives," Air Force Logistics Command, AFLC Pamphlet 25-2, November 7, 1962.

Albrook, R. C. "How to Spot Executives Early: Assessment Centers," Fortune, July 1968.

Allen, Louis A. The Management Profession. New York: McGraw-Hill Book Company, 1964.

Ansoff, H. Igor. Business Objectives, Carnegie Institute of Technology, unpublished paper, 1962.

Ansoff, H. Igor. "Company Objectives: Blueprint or Blue Sky?" Management Review, September 1962, pp. 85-90.

Ansoff, H. Igor. Corporate Strategy. New York: McGraw-Hill Book Company, 1965.

Argyris, C. "T-Groups for Organizational Effectiveness," Harvard Business Review, March-April 1964, pp. 60-74.

Argyris, Chris. Interpersonal Competence and Organizational Effectiveness. Homewood, Illinois: Irwin-Dorsey, 1962.

Argyris, Chris. Intervention Theory and Method-a Behavioral Science View. Reading, Massachusetts: Addison-Wesley, 1970.

Arnold, H. Merrell. "Management by Objectives and the School System," The School Administrator, April 1972, pp. 15-16.

"Assessing Managerial Potential: Seminar on Executive Ability-Testing." Foundation for Research on Human Behavior. Ann Arbor, Michigan, 1957.

Astor, Saul D. "Plant Security," Handbook of Business Administration. New York: McGraw-Hill Book Company, 1967, pp. 7, 185-195.

Atkinson, J. W. and N. T. Feather. A Theory of Achievemert Motivation. New York: Wiley, 1966.

Baker, Walter. "Management by Objectives: A Philosophy and Style of Management for the Public Sector, Canadian Public Administration, Fall 1969.

Barnard, Chester. The Functions of the Executive. Cambridge: Harvard University Press, 1938.

Barnes, R. M. Motion and Time Study. John Wiley, 1968, pp. 380-387.

Barret, Jon H. "Integrating Individual Goals and Organizational Objectives," Dissertation Abstracts International, Vol. 31(7-B), January 1971, p. 4377.

Barry, Anthony. "Developing Tomorrow's Managers," Personnel Magazine, January 1966, pp. 16-19, 23.

Bass, B. M. and L. D. Eldridge. "Accelerated Managers' Objectives in Twolve Countries," Industrial Relations, 12:158-171, May 1973.

Bass, Bernard M., Robert Cooper and John A. Hass, eds. Managing for Accomplishment. Lexington, Massachusetts: Health Lexington, 1970.

Bass, Bernard M. and Samuel D. Deep. Current Perspectives for Managing Organizations. Englewood Cliffs, New Jersey: Prentice-Hall, 1970.

Batten, J. D. Beyond Management by Objectives. New York: American Management Association, 1965, p. 14.

Batten, J. D. Developing a Tough Minded Climate for Results. New York: American Management Association, 1965.

Batten, J. D. Tough-Minded Management. New York: McGraw-Hill, 1963.

Bauer, Raymond A. and Dan H. Fenn, Jr. "What is a Corporate Social Audit?" Harvard Business Review, January-February 1973, p.37.

Beatty, Richard W. "Personnel Systems and Human Performance," Personnel Journal, 54:4, 307-312, April 1973.

Beck, A. C., Jr. and E. D. Hillmar. "OD to MBO or MBO to OD: Does It Make a Difference?" Personnel Journal, 51:827-834, November 1972.

Beckhard, Richard. Organization Development: Its Nature, Origins, and Prospects. Reading, Massachusetts: Addison-Wesley, 1969.

Beehler, P. J. "Profit by Objectives," The Office, 75:14-16+, April 1972.

Bennett, C. L. Defining the Managers Job, Manual of Position Descriptions. New York: American Management Association, 1958.

Bennis, Warren. "Organizational Change Operating in the Temporary Society," Innovation, No. 1, May 1969, p. 8.

Bennis, Warren G. Organization Development: Strategies and Models. Reading, Massachusetts: Addison-Wesley, 1969.

Bieser, J. E. "Management by Objectives or Appraisal by Results," Data Management 8:24-5, April 1970.

Bishop, S. V. Business Planning and Control, Institute of Chartered Accountants in England and Wales, General Educational Trust, June 1966.

Bittel, Lester R. Management by Exception. New York: McGraw-Hill Book Company, 1964.

Blake, R. R. and J. S. Mouton. The Managerial Grid. Houston: Gulf Publishing Company, 1964.

Blake, Robert R. and Jane Srygley Mouton. Building a Dynamic Corporation Development. Reading, Massachusetts: Addison-Wesley, 1969.

Blau, P. M. "Bureaucracy in Modern Society," Litterer, Joseph A., ed., Organizations: Structure and Behavior, Vol. 1. John Wiley and Sons, 1969.

Blau, P. M. "Strategic Leniency and Authority," Litterer, Joseph A., ed., Organizations: Structure and Behavior, Vol. 1. John Wiley and Sons, 1969.

Bovard, E. W., Jr. "Social Norms and the Individual," Journal of Abnormal and Social Psychology, 43, 1948, pp. 62-69.

Bowen, Donald D. and Robert I. Byrne. "Relationships Among Role Accuracy, Compliance, Performance Evaluation, and Satisfaction Within Managerial Dyads: Comment," Academy of Management Journal 16:1, 157-161, March 1973.

Bower, Marvin. The Will to Manage. New York: McGraw-Hill Book Company, 1966.

Boyd, Harper W., Jr. and Sidney J. Levy. "What Kind of Corporate Objectives?" Journal of Marketing, Vol. 30, October 1966, pp. 53-85.

Bradhurst, Murphy W. "Cutting Costs: Get Everyone in the Act," Cost Control and the Supervisor. New York: American Management Association, 1956.

Brady, Rodney H. "MBO Goes to Work in the Public Sector," Harvard Business Review, March-April 1973, pp. 65-74.

Branch, M. C. The Corporation Planning Process. New York: American Management Association, 1962.

Brunson, Richard W. and Frederic R. Wickert. "An Empirical Investigation of the Contingency Theory Within a Conglomerate," Proceedings of the 81st Annual Convention of the American Psychological Association, Montreal, Canada 8, 581-582, 1972.

Bray, D. W. and Richard J. Campbell. "Assessment Centers: An Aid to Management Selection," Personnel Administration, March-April 1967.

Bray, D. W. and Richard J. Campbell. "Selection of Salesmen by Means of an Assessment Center," Journal of Applied Psychology, Vol. 52, (1ptl) 1968.

Bray, D. W. and D. L. Grant. "The Assessment Center in the Measure of Potential for Business Management," Psychological Monographs, Vol. 80 (17 Wholen. 625), 1966.

Bray, D. W., D. L. Grant, E. E. Berlew, J. F. Rychlak and Walter Katkovsky. "The Young Business Manager: A Symposium Based on the Management Progress Study," paper presented at the 36th Annual Eastern Psychological Association, Atlantic City, 1965.

Bray, Douglas W. "Approaches to Management Development Research," paper presented at the 70th Annual Meeting for the American Psychological Association, New York, 1962.

Bray, Douglas W. "The Management Progress Study," American Psychologist, June 1964.

Bray, Douglas W. "The Management Progress Study," paper presented at the 74th Annual Meeting of the American Psychological Association, New York, 1966.

Brincklose, William D. Managerial Operations Research. New York: McGraw-Hill Book Company, 1969, pp. 81-91.

British-Pathe. Management by Objectives (film with John W. Humble), 27-minute color, 16mm. London: British-Pathe, 1969.

Brodlik, M. F. "New Executive Search Teams," DUN'S Review, May 1969.

Brumback, Gary B. and John W. Vincent. "Jobs and Appraisal of Performance," Personnel Administration, Vol. 33, No. 4, September-October 1970.

Brumback, Gary B. "Consolidating Job Descriptions, Performance Appraisals and Manpower Reports," Personnel Journal, Vol. 50, No. 8, August 1971.

Bryan, J. F. and E. A. Locke. "Goal Setting as a Means of Increasing Motivation," Journal of Applied Psychology, 51, 1967, pp. 274-277.

Bryan, Stanley E. "The Total Management Concept," Business Topics, Spring 1966.

Buchen, R. M. "Maintaining Vitality and Productivity in R and D: A Bank Account Program for Professional Development," (Kimberly-Clark), Research Management 16:24-28, March 1973.

Burke, Ronald J. and Douglas S. Wilcox. "Characteristics of Effective Employee Performance Reviews and Developmental Interview," Journal of Abnormal Psychology, Vol. 22, No. 3, 1969, p. 291.

Burser, F. W. Management by Objectives. Ottawa: Management Services, September 1969.

Brusk, Edward C. and John F. Chapman. Modern Marketing Strategy. New York: New American Library, 1965.

Business Management: "MBO in R&D," Business Management, February 1970, pp. 28-31.

Byhan, W. C. "Assessment Centers for Spotting Future Managers," Harvard Business Review, July-August 1970.

Cahoon, Allan R. and Marc J. Epstein. "Performance Appraisal in Management by Objectives," Studies in Personnel Psychology, Vol. 4, Fall 1972, pp. 35-44.

Canadian Department of National Defense. Effective Management Through Management by Results, Air Transport Command.

Carey, L. A. "Setting Long-Range Sales Objectives in a Large Corporation," Budgeting, March 1965, pp. 11-12.

Carlisle, Howard M. "Are Functional Organizations Becoming Obsolete?" Management Review, January 1969, pp. 2-9.

Carroll, Phil. Profit Control. New York: McGraw-Hill Book Company, 1962, pp. 10-16.

Carroll, S. J., Jr. and H. L. Tosi. "Goal Characteristics and Personality Factors in a Management-by-Objective Program," Administrative Science Quarterly, Vol. 15, September 1970, pp. 295-305.

Carroll, S. J. and H. L. Tosi. "Relationship of Characteristics of the Review Process to the Success of the Management by Objectives Approach," Journal of Business 44:299-305, July 1971.

Carroll, S. J., Jr. and H. L. Tosi, Jr. Management by Objectives - Applications and Research. New York: Macmillan, n.d.

Carroll, S. J. and Henry L. Tosi. "The Relationship of Characteristics of the Review Process of the Success of the 'Management by Objectives' Approach," The Journal of Business, Vol. 44, No. 3, July 1971.

Carroll, Stephen J., Dennis Cintron and Henry L. Tosi. "Factors Related to How Superiors Establish Goals and Review Performance for their Subordinates," Proceedings of the Annual Convention of the American Psychological Association, Vol. 6 (pt. 2), 1971, pp. 497-498.

Carroll, Stephen J. and Henry L. Tosi. "A Study of the Goal Setting and Review Process in a 'Management by Objectives' System," Public Personnel Review, Vol. 32, No. 3, July 1971.

Carson, John J. "The Changing Scope of the Public Servant," Canadian Public Administration, Winter 1968, pp. 407-413.

Carvalho, Gerard F. "Installing Management by Objectives: A New Perspective on Organizational Change," Human Resource Management, Spring 1972, pp. 23-30.

Chandler, Alfred D., Jr. Strategy and Structure. Cambridge: M.I.T. Press, 1962.

Charnes, A. and A. Stedry. "The Attainment of Organizational Goals Through Appropriate Selection of Sub-Unit Goals," in Lawrence, J., ed. Operational Research and the Social Sciences. London: Tavistock, 1966.

Chartrand, P. J. "Business Planning in the Canadian Post Office," Canadian Personnel and Industrial Relations Journal, October 1971, pp. 17-22.

Chartrand, P. J. "Management by Objectives-It Will Work in a Hospital Setting," Hospital Administration in Canada, November 1970, pp. 23-26.

Chartrand, P. J. "Manpower Planning," Business Quarterly, Spring 1969, pp. 65-73.

Chesser, R. J. "The Development of Behavioral Change Models of MBO Reflecting Moderation Effects of Personality Characteristics," presented at the Academy of Management, Boston, 1973.

Child, I. L. and J. W. Whitney. "Determinants of Level of Aspiration and Evidence from Everyday Life," Journal of Abnormal and Social Psychology 44, 1949, pp. 303-314.

Chiles, W. Dean, Allen E. Jennings and Georgetta West. "Multiple Task Performance as a Predictor of the Potential of Air Traffic Controller Trainees," FAA Office of Aviation Medicine Report, No. 72-5, January 1972.

Chinn, R. C. and E. A. Allusisi. "Effect of Three Kinds of Knowledge of Results Information on Three Measures of Vigilance Performance," Perceptual and Motor Skills, 3, 1964, pp. 901-912.

Cirillo, J. A. "Management by Objectives," Civilian Manpower and Management, Vol. 11, No. 2, Summer 1968.

Clark, Charles H. Brainstorming. New York: Doubleday, 1958.

Clark, Lee. "Planning by Objectives Steers Purchasing to Company Goals," Business Weekly, July 10, 1969.

Coch, L. and J.R.P. French, Jr. "Overcoming Resistance to Change," Human Relations 1, 1948, pp. 512-532.

Cochran, Andrew H. "Management Tigers and Pussycats," Personnel Journal, Vol. 50, No. 12, December 1971.

Cohen, E. "Stimulus Conditions as Factors in Social Change," American Psychologists, 11, 1956, p. 407.

Coleman, Charles J. "Avoiding the Pitfalls in Results - Oriented Appraisals," Personnel, November-December 1965.

Conference Board Record. "Setting Targets for the Staff," The Conference Board Record, October 1964, pp. 32-34.

Conley, W. D. and F. W. Miller. "MBO, Pay and Productivity," Personnel, January 1973, Vol. 50, pp. 21-25.

Cook, Doris M. "The Impact on Managers of Frequency of Feedback," Academy of Management Journal, XI, 1968, p. 263.

Cook, K. E. "Coming Evolution in Management Concepts," SAM Advanced Management Journal, Vol. 35, April 1970, pp. 58-62.

Cordiner, R. J. New Frontiers for Professional Managers. New York: McGraw-Hill Book Company, 1956.

Cummings, L. L. and A. M. El Salmi. "Empirical Research on the Bases and Correlates of Managerial Motivation," Psychological Bulletin, LXX, 1968, pp. 127-144.

Cummings, L. L., Donald P. Schwab and Marc Rosen. "Performance and Knowledge of Results as Determinants of Goal Setting," Journal of Applied Psychology, Vol. 55, No. 6, December 1971.

Cyert, R. and J. March. A Behavioral Theory of the Firm. Englewood Cliffs, New Jersey: Prentice-Hall, 1963.

Cyert, R. M. and J. G. March. "A Behavioral Theory of Organization Objectives," Litterer, Joseph A., Organizations: Systems, Controls and Adaptation, Vol. II. John Wiley and Sons, 1969.

Dale, Ernest. Management: Theory and Practice. New York: McGraw-Hill, Chapter 25, 1965.

Dale, Ernest. The Great Organizers. New York: McGraw-Hill Book Company, Inc., 1960.

Dayal, Ishwar. "Role Analysis Techniques in Job Description," California Management Review, Vol. XI, No. 4, 1969, p. 47.

Dean, Joel. Managerial Economics. Englewood Cliffs, New Jersey: Prentice-Hall, 1951.

Dearden, John. "Can Management Information be Automated?" Harvard Business Review, March-April 1964.

BEST COPY AVAILABLE

DeRoco, Alan Preston and Charles Robert Grutzius. "Application of Management by Objectives to Naval Communications Management," Thesis, Naval Postgraduate School, Monterey, California, March 1973.

Deutsch, Claudia H. "Management by Objectives: Purchasing's New Game Plan," Purchasing Magazine, January 1972.

Dickie, H. Ford. "Hard-Nosed Inventory Management," in Donald G. Hall, ed., The Manufacturing Man and His Job, New York: American Management Association, 1966, pp. 238-254.

Donnelly, James H., James L. Gibson and John H. Ivancevich. Fundamentals of Management. Dallas, Texas: Business Publishers, Inc., Chapters 4, 8, 19, 1971.

Doris, Edward H. "Management by Objectives," Budgeting, May 1966, pp. 13-18.

Dowst, Somerby. "Purchasing Goals Stress In-Plant Involvement," Purchasing Magazine, October 2, 1969.

Drucker, Peter F. Concept of the Corporation. New York: The John Day Company, Inc., 1946.

Drucker, Peter F. The Effective Executive. New York: Harper and Row, 1966.

Drucker, Peter F. "The Objectives of a Business, in Koontz, Harold, et al, Management: A Book of Readings. New York: McGraw-Hill Book Company, 1968, pp. 54-57.

Drucker, Peter F. "How Effective Executives Use Their Time," Management Review, March 1968, pp. 18-22.

Drucker, Peter F. Managing for Results. New York: Harper and Row, 1964.

Drucker, Peter F. The New Society: The Anatomy of the Industrial Order. New York: Harper and Brothers, 1950.

Drucker, Peter F. The Practice of Management. New York: Harper and Row, 1954.

Drucker, Peter F. "What We Can Learn From Japanese Management," Harvard Business Review, 49, No. 2, March-April 1971, pp. 110-122.

Dubin, Robert. Human Relations in Administration: The Sociology of Organization. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1961.

Dun's Review. "Rocky Road to Company Goals," Dun's Review, Vol. 92, September 1968, pp. 45-50.

Duncan, D. M. "MBO at the Operating Level," Supervisory Management, 18:11-14, June 1973.

Duncan, J. Russell. "Building and Retaining a Top Management Team," in Maynard, ed., Top Management Handbook. New York: McGraw-Hill Book Company, 1960, pp. 847-886.

Dunnette, Marvin D. Personnel Selection and Placement. Brooks/Cole, 1966.

Eddy, William B, W. Warner Burke, Vladimir A. Dupre and Oron P. South. Behavioral Science and the Manager's Role. Washington, D.C.: NTL Institute for Applied Behavioral Science, 1969.

El Salmi, A. M. and L. L. Cummings. "Managers Perceptions of Needs and Need Satisfactions as a Function of Interactions Among Organizational Variables," Personnel Psychology, XXI, 1968, pp. 465-477.

Emory, William and Niland Powell. Making Management Decisions. Houghton Mifflin Company, 1968, p. 109-113.

Enell, J. W. and George H. Haas. Setting Standards for Executive Performance, (Research Study No. 42). New York: American Management Association, 1960.

England, George W. "Organizational Goals and Expected Behavior of American Managers," Academy of Management Journal, 10:107-117. England, 1967.

England, George W. and Raymond Lee. "Organizational Goals and Expected Behavior Among American, Japanese and Korean Managers: A Comparative Study," Academy of Management Journal, Vol. 14, December 1971, pp. 425-438.

England, George W. and Raymond Lee. "Organization Size as an Influence on Perceived Organizational Goals: A Comparative Study Among American, Japanese and Korean Managers," Organizational Behavior and Human Performance, Vol. 9(1), February 1973, pp. 48-58.

Every Individual a Supervisor Unto Himself, (Aerojet-General's Management by Commitment). Industry Week, 177:48+, April 16, 1973.

Ewing, David, ed. Long Range Planning for Management, rev. ed. New York: Harper and Row, 1964.

"Experience of Scully-Jones Company with MBO." The Manager's Letter, American Management Association, May 20, 1967.

Farson, Richard E. "Praise Reappraised," Harvard Business Review, September-October 1963, p. 61.

Feather, N. T. and M. R. Saville. "Effects of Amount of Prior Success and Failure on Expectation of Success and Subsequent Task Performance," Journal of Personality and Social Psychology, 35, 1967, pp. 226-232.

Ferguson, R. F. "Better Management of Managers' Careers," Harvard Business Review, Vol. 44, 1966.

Ferrell, Robert W. Customer-Oriented Planning. New York: American Management Association, 1964.

Finer, Herman. "Administrative Responsibility in Democratic Government," Public Administration Review, Summer 1941, pp. 336-505.

Finkle, Robert B. and William S. Jones. Assessing Corporate Talent: A Key to Managerial Manpower Planning. Wiley and Sons, 1970.

Folsom, M. B. Executive Decision Making. New York: McGraw-Hill Book Company, 1962.

Ford, Charles H. "If You're Problem-Oriented, You're in Trouble," Business Management, Vol. 35, February 1969, pp. 24-28.

Ford, Robert N. Motivation Through the Work Itself. New York: American Management Association, 1969.

Fordyce, Jack K. and Raymond Weil. Managing with People. Reading, Massachusetts: Addison-Wesley, 1971.

Forrest, Andrew. The Manager's Guide to Setting Targets. London: The Industrial Society, 1966.

Foulkes, Fred K. Creating More Meaningful Work. New York: American Management Association, 1969.

Frean, D. H. "Training MBO Advisors," in Humble, J. W, ed., Management by Objectives in Action. McGraw-Hill, 1970.

French, E. G. "Effects of the Interaction of Feedback and Motivation on Task Performance," American Psychologist, 11, 1956, 395 (abstract).

French, J.R.P., Jr., E. Kay and H. H. Meyer. "Participation and the Appraisal System," Human Relations, 19 February 1966, pp. 3-20.

Friedrich, C. J. "Public Policy and the Nature of Administrative Responsibility," in C. J. Friedrich and E. S. Mason, eds., Public Policy. Cambridge: Harvard University Press, 1940, pp. 3-24.

Frost, Andrew. "Towards More Effective Management by Setting Targets," Industrial Welfare, October 1965, pp. 250-251.

Fryer, Douglas H., Mortimer R. Feinberg and Sheldon S. Zalkind. Developing People in Industry. New York: Harper Brothers, 1956.

Fryer, F. W. An Evaluation of Level of Aspiration as a Training Procedure. Englewood Cliffs, New Jersey: Prentice-Hall, 1963.

Gardner, J. W. "The Use of the Term-Level of Aspiration," Psychological Review, 47, 1940, pp. 59-68.

Gardner, John W. Excellence: Can We be Equal and Excellent Too? New York: Harper and Row, 1961, p. 160.

Garner, Fred V. Profit Management and Control. New York: McGraw-Hill Book Company, 1955.

Garrett, John and S. D. Walker. "Management by Objectives in the Civil Service," HMSO, CAS Occasional Papers 10, 1969.

Gellerman, Saul W. Management by Motivation. American Management Association (Vail-Ballou Press), 1968.

Gellerman, Saul W. Motivation and Productivity. New York: American Management Association, 1963.

Gill, J. and C. E. Molander. "Beyond Management by Objectives," Personnel Management, July 1970.

Glasner, Daniel M. "Patterns of Management by Results," Business Horizons, Vol. 12, February 1969, pp. 37-40.

Goetz, B. E. "Management by Objectives," Management Accounting 55:35-8, August 1973.

BEST COPY AVAILABLE

Granger, Charles H. "The Hierarchy of Objectives," Harvard Business Review, 42, No. 3, May-June 1964, pp. 63-74.

Granger, Charles H. "How to Set Company Objectives," Management Review, July 1970.

Grant, D. L., Walter Katkovsky and D. W. Bray. "Contributions of Projective Techniques to Assessment of Management Potential," Journal of Applied Psychology, Vol. 51, (3), 1967.

Grant, Donald L. and D. W. Bray. "Contributions of the Interview to Assessment of Management Potential," Journal of Applied Psychology, Vol. 53, (1), 1969.

Gravely, Samuel L., Rear Admiral, USN. "Management and the Motivation of People in the Naval Communications Command," Civilian Manpower and Management, Spring/ Summer 1972.

Graves, Clare W. "Levels of Existence: An Open System Theory of Values," Journal of Humanistic Psychology, 10, No. 2, Fall 1970, pp. 131-155.

Greiner, Larry E., D. Paul Leitch and Louis B. Barnes. "Putting Judgment Back into Decisions," Harvard Business Review, March-April 1970, p. 52.

Gross, B. "What are Your Organizations Objectives? A General Systems Approach to Planning," Human Relations, Vol. 18, No. 3, August 1965.

Gross, Berthram M. The Managing of Organizations, 2 Vols. New York: Free Press, 1964.

Guchte, Peter Vande. Study of Relationships Between the Use of Management by Objectives and Perceived Objectiveness in Selected Community Junior College Student Personnel Units, Dissertation, Western Michigan University, 1973.

Guest, R. H. Organizational Change: The Effect of Successful Leadership. Homewood, Illinois: Dorsey Press, 1962.

Guilford, Joan S. and David E. Gray. Motivation and Modern Management. Reading, Massachusetts: Addison, Wesley, 1969.

Gullerman, S. W. Management by Motivation. New York: American Management Association, 1968.

Guth, William D. and Renato Tagiuri. "Personal Values and Corporate Strategies," Harvard Business Review, Vol. 43, No. 5, September-October 1965.

Guyton, Theodore. "The Identification of Executive Potential," Personnel Journal, November 1969.

Hamblin, R. L. and J. A. Wiggins. "Ambiguity and the Rate of Social Adaptation," Technical Report 1, Contract CNR 811 (16). St. Louis: Washington University, 1959.

Hammer, C. H. and S. Ringel. "The Effect of the Amount of Information Provided and Feedback of Results on Decision Making Efficiency," Human Factors, 7, 1965, pp. 513-519.

Hanold, Terrance. "An Executive View of MIS," Datamation, November 1972, pp. 65-71.

Hardesty, D. L. and W. S. Jones. "Characteristics of Judged High-Potential Management Personnel: The Operation of an Industrial Assessment Center," Personnel Psychology, Spring, 1968.

Hare, A. P. "Small Group Discussions with Participatory and Supervisory Leadership," Journal of Abnormal and Social Psychology, Vol. 48, 1953, pp. 273-275.

Heidingsfield, Myron S. and Frank H. Eby, Jr. Marketing and Business Research. New York: Holt, Rinehart and Winston, 1963.

Herold, David M. "Long-Range Planning and Organizational Performance: A Cross-Validation Study," Academy of Management Journal, Vol. 15, March 1972, pp. 41-102.

Herzberg, Frederick. "One More Time: How do You Motivate Employees?" Harvard Business Review, January-February 1968, pp. 53-62.

Herzberg, Frederick. Work and the Nature of Man. Cleveland, Ohio: World Publishing Company, 1966.

Herzberg, Frederick, Bernard Mausner and Barbar Snyderman. Motivation to Work. New York: John Wiley, 1959.

Herzberg, Frederick, William J. Paul and Keith B. Robertson. "Job Enrichment Pays Off," Harvard Business Review, March-April 1969, pp. 61-78.

Hetland, R. R. "MBO: Lets Set Managing Objectives," Supervisory Management, February 1973, pp. 2-10.

Hewkin, J. W. and T. Kempner. Is Corporate Planning Necessary? London: British Institute of Management, 1968, p. 42.

BEST COPY AVAILABLE

Hicks, Herbert G. The Management of Organizations: A Systems and Human Resources Approach, 2nd ed. McGraw-Hill, 1972.

Higgenson, M. Valliant. Management Policies, (AMA Research Study 75). New York: American Management Association, 1966, p. 126.

Hoare, D. "Pricking the MBO Bubble," Director 25:238-240+, November 1972.

Hodnet, Edward. The Art of Problem Solving. New York: Harper and Row, 1955, p. 33.

Holstein, William K. "Production Planning and Control Integrated," Harvard Business Review, May-June 1968.

Horgan, N. J. and R. P. Floyd, Jr. "An MBO Approach to Prevent Technical Obsolesenco," Personnel Journal, Vol. 50, September 1971, pp. 687-693.

Howell, R. A. "A Fresh Look at Management by Objectives," Business Horizons, Fall 1967.

Howell, R. A. "Management by Objectives: A Three Stage System," Business Horizons, Vol. 13, No. 1, February 1970, pp. 41-45.

Hughes, Charles L. Goal Setting. New York: American Management Association, 1965.

Hughes, Charles L. "Why Goal-Oriented Performance Reviews Succeed and Fail," Personnel Journal, June 1966, p. 535.

Humble, J. W. Improving Management Performance. London: British Institute of Management, 1969, p. 65.

Humble, J. W. Management by Objectives. London: Industrial Education and Research Foundation, 1967.

Humble, J. W. "Management by Objectives," from Directors' Guide to Management Techniques. London: Gower Press, chapter 2.

Humble, J. W. "Management by Objectives," International Review Conference, December 9, 1969.

Humble, J. W. Management by Objectives Study Material (for the 16mm film). London: British-Pathe, 1969, 30 pp.

Humble, John W. Management by Objectives in Action. McGraw-Hill, 1970.

Humble, John W. Improving Business Results. London: McGraw-Hill Book Company, 1968.

Humble, John W. "Programmities and Crown Princes," The Manager, December 1963, p. 47.

Hundal, P. S. "Knowledge of Performance as an Incentive in Repetitive Industrial Work," Journal of Applied Psychology, 53, 1969, pp. 224-226.

Huston, Charles L., Jr. "Managing by Objectives - Why It's Tough," Iron Age, Vol. 204, September 29, 1969, pp. 98-100.

Huston, Charles L., Jr. "Setting Corporate Objectives," Dun's Review and Modern Industry, October 1962, pp. 62-63.

Irwin, Patrick. Business Planning: Key to Profit Growth. Toronto: Ryerson Press, 1969.

Ivancevich, J. M. "Longitudinal Assessment of Management by Objectives," Administrative Science Quarterly 17: 126-138, bibliography p. 135-138, March 1972.

Ivancevich, J. M. "The Theory and Practice of Management by Objectives," Michigan Business Review, Vol. 21, March 1969, pp. 13-16.

Ivancevich, John M, James H. Donnelly and H. L. Lyon. "A Study of the Impact of Management by Objectives on Perceived Need Staisfaction," Personnel Psychology, 23, Summer 1970, pp. 139-151.

Jackson, J. H. and R. L. Mathis. "Management by Objectives: Promises, Pitfalls and Possibilities," Personnel Administration and Public Personnel Review, Vol. 1, Summer 1972, pp. 72-75.

Jaffee, Cabot L. "Assessment Centers Help Find Management Potential," Bell Telephone Magazine, Autumn 1965.

Jamieson, B. D. "Behavioral Problems with Management by Objectives," bibliography, Academy of Management Journal 16:496-505, Summer 1973.

Jaques, E. The Changing Culture of a Factory. London: Tavistock, 1951.

BEST COPY AVAILABLE

Jerome, William T., III. Executive Control--The Catalyst. New York: John Wiley and Sons, Inc., 1961.

Jerome, William T., III. "Towards a Philosophy of Management," Financial Executive, August 1965, pp. 19-22.

Johnson, James E. "A Conversation with the Assistant Secretary of the Navy (Manpower and Reserve Affairs)," Civilian Manpower Management, Vol. VI, No. 3, Winter 1972.

Jones, Curtis H. "At Last: Real Computer Power for Decision Makers," Harvard Business Review, Vol. 48, No. 5, September-October 1970, pp. 75-89.

Jones, Curtis H. "The Money Value of Time," Harvard Business Review, July-August 1968.

Juran, J. M. "Universals in Management Planning and Controlling," The Management Review, November 1954, p. 755.

Kappel, Frederick R. Vitality in a Business Enterprise. New York: McGraw-Hill Book Company, 1960.

Kay, E., H. H. Meyer and J.R.P. French, Jr. "The Effect of Threat in a Performance Appraisal Interview," Journal of Applied Psychology, Vol. 49, 1965, pp. 311-317.

Kellogg, Marion S. Closing the Performance Gap. New York: American Management Association, 1967.

Kellogg, Marion S. What to Do About Performance Appraisal. New York: American Management Association, 1965.

Kelly, Lowell E. Assessment of Human Characteristics. Brooks/Cole, 1967.

Kelly, Philip R. "Reappraisal of Appraisals," Harvard Business Review, May-June 1958, p. 59.

Kepner, Charles H. and Benjamin B. Tregoe. The Rational Manager. New York: McGraw-Hill Book Company, 1965.

Kerr, S. "Management by Objectives and Other Children's Stories," Presented at the Academy of Management Meeting, Minneapolis, Minnesota, 1972.

Kindall, Alva F. and James Gatza. "Positive Program for Performance Appraisal," Harvard Business Review, November-December 1963, p. 153.

Kleber, T. P. "Six Hardest Areas to Manage by Objectives," Personnel Journal, 51:571-575, August 1972.

Kleber, Thomas P. "Forty Common Goal-Setting Errors," Human Resource Management, Fall 1972, pp. 10-13.

Klugman, S. F. "Emotional Stability and Level of Aspiration," Journal of General Psychology, Vol. 38, 1948, pp. 101-118.

Knight, M.W.B. and J. W. Humble. "Management by Objectives," Statist, April 8, 1966, pp. 872-879.

Kobayashi, Shigeru. Creative Management. New York: American Management Association, 1971.

Koch, Edward G. "Three Approaches to Organization," Harvard Business Review, March-April 1961, p. 162.

Kondrasuk, John N. "Evaluation of Management-by-Objective Straining," Dissertation Abstracts International, Vol. 33(6-B), December 1972, pp. 2847-2848.

Koontz, Harold. "How Can Appraisal of Managers be Made Effective?" SAM Advanced Management Journal, April 1973, pp. 11-21.

Koontz, Harold. "Making Sense of Management Theory," Harvard Business Review, July-August 1962, pp. 24-32.

Koontz, Harold. "The Management Theory Jungle," Journal of the Academy of Management, December 1961, p. 175.

Koontz, Harold and Cyril O'Donnell. Principles of Management. New York: McGraw-Hill, 1968.

Korman, A. K. "Consideration, Initiating Structure and Organizational Criteria--A Review," Personnel Psychology, Vol. 19, Winter 1966, pp. 349-361.

Krouse, Clement G. "Complex Objectives, Decentralization, and the Decision Process of the Organization," Administrative Science Quarterly, 17(4):544-554, December 1972.

Kuriloff, Arthur H. "An Experiment in Management, Putting Theory Y to the Test," Personnel, November-December 1963, p. 12.

Labovitz, George H. "In Defense of Subjective Executive Appraisal," Academy of Management Journal, Vol. 12, No. 3, 1969, p. 293.

BEST COPY AVAILABLE

Labti, Robert E. "Management by Objectives," College and University Business, July 1971, pp. 31-33.

Landekich, Stephen. "Budgeting," in H. B. Maynard, ed., Handbook of Business Administration. New York: McGraw-Hill Book Company, 1967, pp. 10-37.

Lasagna, John B. "Make Your MBO Pragmatic," Harvard Business Review, Vol. 49, November-December 1971, pp. 64-67.

Latham, Gary and S. B. Kinne. Goal Setting as a Means of Increasing the Performance of the Pulpwood Harvester. Atlanta, Georgia: American Pulpwood Association, 1971.

Latham, Gary P. Indicators of Productivity, Turnover, Absenteeism, and Injuries of Independent Pulpwood Producers. Atlanta, Georgia: American Pulpwood Association, 1971.

Lawrence, L. C. and P. C. Smith. "Group Decision and Employee Participation," Journal of Applied Psychology, 39, 1955, pp. 334-337.

Lawrence, Paul R. and Jay W. Lorsch. Developing Organizations: Diagnosis and Action. Reading, Massachusetts: Addison-Wesley, 1969.

Leaders Guide to Management by Objectives Film Series. BNA Films. Rockville, Maryland: The Cine Conference Center.

Leathers, James O. "Applying Management by Objectives to the Sales Force," Personnel, September-October 1967, pp. 45-50.

Leavitt, H. H. and R. A. Mueller. "Some Effects of Feedback on Communication," Human Relations 4, 1951, pp. 401-410.

LeBreton, Preston and Dale A. Henning. Planning Theory. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1961.

Lee, Sang M. Goal Programming for Decision Analysis. Philadelphia: Averbach Publishers, 1972.

Levinson, Harry. "Management by Whose Objectives?" Harvard Business Review, July-August 1970.

Levinson, Harry. "On Being a Middle-Aged Manager," Harvard Business Review, July-August 1969, p. 51.

Levitt, Theodore. "Marketing Myopia," Harvard Business Review, July-August 1960, p. 45.

Lewin, K., T. T. Dembo, L. Festinger and P. S. Sears. "Level of Aspiration," in J. M. Hunt, ed., Personality and the Behavior Disorders. New York: Ronald, 1944, pp. 333-378.

Lewis, Ralph E. Planning and Control for Profit. New York: Harper and Row Publishers, 1970, pp. 3-8.

Likert, Rensis. The Human Organization: Its Management and Value. McGraw-Hill, 1967.

Likert, Rensis. "Measuring Organizational Performance," Harvard Business Review, Vol. 36, No. 2, March-April 1958.

Likert, Rensis. New Patterns of Management. New York: McGraw-Hill Book Company, 1961.

Lindberg, Roy A. "Operations Auditing: What It Is?" What It Isn't?" Management Review, December 1959, pp. 2-10

Lindberg, Roy A. "The Unfamiliar Art of Controlling," Management Review, August 1969, pp. 49-54.

Lindbolm, Charles E. "The Science of Muddling Through," Public Administration Review, Vol. 19, 1959, 1964.

Lindo, David K. and David R. Zehnder. "Giving Credit Where Credit is Due," Personnel, July-August 1973, pp. 39-44.

Lippitt, Gordon and Warren H. Schmidt. "Crises in a Developing Organization," Harvard Business Review, November-December 1967, pp. 102-112.

Lippitt, Gordon L., Leslie E. This and Robert G. Bidwell, Jr., eds. Optimizing Human Resources: Readings in Individual and Organizational Development. Addison-Wesley, 1971.

Litterer, Joseph A. The Analysis of Organizations. John Wiley and Sons, Inc., 1965, pp. 218-220.

Locke, E. A. "Performance Goals as Determinants of Level of Performance and Boredom," Journal of Applied Psychology, 51, 1967, pp. 120-130.

Locke, E. A. "Toward a Theory of Task Motivation and Incentives," Organizational Behavior and Human Performance, 3, 1968, pp. 157-189.

Locke, E. A., N. Cartledge and C. S. Kneer. "Studies of the Relationship Between Satisfaction, Goal Setting, and Performance," Organizational Behavior and Human Performance, 5, 1970, pp. 135-158.

BEST COPY AVAILABLE

Locker, L. Introducing Management by Objectives into the South Western Electricity Board. London: South Western Electricity Board, 1969.

Luce, R. Duncan and Howard Raiffa. Games and Decisions. New York: John Wiley and Sons, Inc., 1957.

Magee, John F. "Decision Trees for Decision Making," Harvard Business Review, July-August 1964, p. 126.

Mager, Robert F. Goal Analysis. Belmont, California: Fearson Publishers, 1972.

Mahler, Walter R. "A 'Systems' Approach to Managing by Objectives," Systems and Procedures Journal, October 1966.

Maier, N. R. "The Quality of Group Decisions as Influenced by the Discussion Leader," Human Relations, 3, 1950, pp. 155-174.

Maier, N. R. Problem Solving Discussions and Conferences. New York: McGraw-Hill, 1963.

Maier, N. R. F. and L. R. Hoffman. "Using Trained 'Developmental' Discussion Leaders to Improve Further the Quality of Group Discussions," Journal of Applied Psychology, 44, 1960, pp. 247-251.

"Make Job Goals Fit the Man." Nations Business, January 1962.

Management Practices Column. "Goal Setting for-with-by the Professionals," Management Review, October 1972, pp. 37-38.

Mali, P. "Management Climbs the Decision Tree," Administrative Management, 34:63-65, January 1973.

Mali, Paul. Managing by Objectives: An Operating Guide to Faster and More Profitable Results. Wiley-Interscience, 1972.

Miller, John A., Bernard M. Bass and William L. Mihal. An Experiment to Test Methods of Increasing Self-Development Activities Among Research and Development Personnel, University of Rochester, Management Research Center, TR-43, 1973.

Miner, John B. and Peter H. Dachler. "Personnel Attitudes and Motivation," Annual Review of Psychology, Vol. 24, 1973, pp. 379-402.

BEST COPY AVAILABLE

March, J. G. and Herbert A. Simon. "Planning and Innovation in Organizations," Joseph A. Litterer, ed., Organizations: Systems, Controls and Adaptation, Vol. II. John Wiley and Sons, 1969.

Marvin, Phillip. Management Goals: Guidelines and Accountability. Homewood, Illinois: Dow Jones-Irwin, Inc., 1968.

Maslow, A. H. "A Theory of Human Motivation," Psychological Review, L, 1943, pp. 370-396.

Maslow, Abraham H. Eupsychian Management. Homewood, Illinois: Irwin-Dorsey, 1965.

Maslow, Abraham H. Motivation and Personality. New York: Harper and Brothers, 1954.

Mee, John F. "Objectives in a Management Philosophy," Business Horizons, December 1956.

Mendleson, J. L. "Managerial Goal Setting: An Exploration into Meaning and Measurement," unpublished Doctoral Dissertation, Michigan State University, 1969.

Mendleson, J. L. "Personal Targets for Effective Management," Canadian Business, January 1970.

Meredith, James E., Jr. "Management by Objectives," The Office, Vol. 69, January 1969.

Metropolitan Life Insurance Company. "Management by Objectives," Metropolitan Life Insurance Company, Management Services Department, New York, 1965.

Meyer, H. H., E. Kay and J.R.P. French. "Split Roles in Performance Appraisal," Harvard Business Review, 43, 1965, pp. 123-129.

Meyer, Herbert H. "The Validity of the In-Basket Test as a Measure of Management Performance," Personnel Psychology, Vol. 23, No. 3, Autumn 1970.

Miles, Lawrence D. "Purchasing Must Analyze Values," Purchasing, January 4, 1960, p. 65.

Miles, Lawrence D. Techniques of Value Analysis and Engineering. New York: McGraw-Hill Book Company, 1961, pp. 1-18.

Miller, David W. and Martin K. Starr. Executive Decisions and Operations Research. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1960.

BEST COPY AVAILABLE

Miller, Ernest C. Objectives and Standards Approach to Planning and Control. American Management Association Research Study No. 74, 1966.

Miller, Ernest C. Objectives and Standards of Performance in Marketing Management. New York: American Management Association Research Study No. 85, 1965.

Miller, Ernest C. Objectives and Standards of Performance in Production Management. New York: American Management Association Research Study No. 84, 1967.

Miller, Ernest C. Objectives and Standards of Performance in Financial Management. New York: American Management Association Research Study No. 87, 1968.

Miller, Ernest C. Objectives and Standards of Performance in General Management. New York: American Management Association, 1967.

Miller, L. The Use of Knowledge of Results in Improving the Performance of Hourly Operators, General Electric Company, Behavioral Research Service, 1965.

Miller, Robert W. "How to Plan and Control with PERT," Harvard Business Review, March-April 1962.

Miller, Robert W. Schedule, Cost and Profit Control with PERT. New York: McGraw-Hill Book Company, 1963.

Miner, John B. The Management of Ineffective Performance. New York: McGraw-Hill Book Company, 1963.

Mockler, Robert J. "The Systems Approach to Business Organizations and Decision Making," California Management Review, Winter 1968.

Moder, Joseph J. and Cecil R. Phillips. Project Management with CPM and PERT. New York: Reinhold, 1964.

Mold, Harold P. Models and Schematics Explaining the Mechanics by Objectives. Honolulu, Hawaii: Hawaii Employers Council, December 1970.

Morrisey, George L. Management by Objectives and Results. Reading, Massachusetts: Addison-Wesley, 1970.

Morrison, James C. "Organizational Climate, Individual Background and Values and Personal Job Goals in a Sample of Scanlon Plan Plants," Dissertation Abstracts International, Vol. 31(11-A), May 1971, p. 6160.

BEST COPY AVAILABLE

Morse, N. C. and E. Reimer. "The Experimental Change of a Major Organizational Variable," Journal of Abnormal and Social Psychology, 52, 1956, pp. 120-129.

Moulton, R. W. "Effects of Success and Failure on Level of Aspiration as Related to Achievement Motives," Journal of Personality and Social Psychology, 11, 1965, pp. 399-406.

Murray, Richard K. "Behavioral Management Objectives," Personnel Journal 52:4, April 1973, pp. 304-306.

Myers, M. Scott. Every Employee a Manager. New York: McGraw-Hill, 1970.

Myers, M. Scott. Organizational Development Via MBO. Philadelphia: Addison-Wesley Publishing Company, 1972.

MacKenny, A. C. "What Should Raters Rate," Personnel, May-June 1960.

McCay, James T. The Management of Time. Englewood Cliffs, New Jersey: Prentice-Hall, 1959.

McClelland, David C. The Achieving Society. New York: Nostrand, Company, Inc., 1961, pp. 20-24.

McClelland, David C. "Business Drive and National Achievement," Harvard Business Review, 40, No. 4, July-August 1962, p. 99.

McConkey, D. D. "Applying Management by Objectives to Nonprofit Organization," SAM Advanced Management Journal, 34:63-65, January 1973.

McConkey, D. D. "Implementation--The Guts of MBO," SAM Advanced Management Journal, Vol. 37, July 1972, pp. 13-18.

McConkey, D. D. "MBO-Twenty Years Later, Where Do We Stand?" Business Horizons 16:25-36, August 1973.

McConkey, D. D. "Results Approach to Evaluating Managerial Performance," Advanced Management Journal, Vol. 32, October 1967, pp. 18-26.

McConkey, D. D. "Writing Measureable Objectives for Staff Managers," SAM Advanced Management Journal, Vol. 37, January 1972, pp. 10-16.

BEST COPY AVAILABLE

McConkey, Dale D. "Measuring Managers by Results," Personnel Journal, December 1962.

McConkey, Dale D. How to Manage by Results. New York: American Management Association, 1965, pp. 88-95.

McConkey, Dale D. Planning Next Year's Profit. New York: American Management Association, 1968.

McConkey, Dale D. "Staff Objectives are Different," Personnel Journal, Vol. 51, No. 7, July 1972, pp. 477-483.

McConkey, Dale D. "Twenty Ways to Kill Management by Objectives," Management Review, Vol. 61, No. 10, October 1972, pp. 4-13.

McCullough. "New Concepts in Defense Planning Programming and Budgeting," The Federal Accountant, September 1962, p. 70.

McGehee, W. M. "Judgment and Level of Aspiration," Journal of General Psychology, 22, 1940, pp. 3-15.

McGivering, Ian. "A Jaundiced Look at MBO," Financial Times, 15 April 1969.

McGregor, D. "An Uneasy Look at Performance Appraisal," Harvard Business Review, 35, 1957, pp. 89-94.

McGregor, D. The Human Side of Enterprise. New York: McGraw-Hill, 1960.

McGregor, Douglas. The Professional Manager. McGraw-Hill, 1967.

McKeachie, W. J. "Individual Conformity to Attitudes of Classroom Groups," Journal of Abnormal and Social Psychology, 49, 1954, pp. 282-289.

McNair, M. P. "What Price Human Relations," Harvard Business Review, March-April 1957, pp. 15-39.

Nadler, Gerald. Work Simplification. New York: McGraw-Hill Book Company, 1967.

National Industrial Conference Board. Merger Policy in the Smaller Firm. Studies in Business, No. 10, New York, 1969, p. 21.

BEST COPY AVAILABLE

National Industrial Conference Board. Managing by and with Objectives. Studies in Personnel Policy No. 212, NICB, New York, 1968, 74 pp.

National Industrial Conference Board. "Management by Objectives or Appraisal by Results," The Conference Board Record, NICB, New York, Vol. 3, No. 7, July 1966.

Naval Material Instruction 12412.1 MAT-0532:PDY, dated 11 July 1972. "Civilian Executive Development in the Naval Establishment, U.S. Navy.

Newburn, Robert M. "Measuring Productivity in Organizations with Unquantifiable End-Products," Personnel Journal, September 1972, pp. 655-657.

Newman, W., II, C. E. Summer and E. K. Warren. The Process of Management, 2nd ed. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1967.

Newman, William H. and Charles E. Summer, Jr. The Process of Management. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1961.

Nichols, Ralph G. and Leonard A. Stevens. Are You Listening? New York: McGraw-Hill Book Company, 1957.

Niebel, Benjamin W. Motion and Time Study. Homewood, Illinois: Richard D. Irwin, 1967.

Norman, D. M. "You Can Improve Management Effectiveness," Canadian Business, June 1969, pp. 64-70.

Nouri, C. J. and J. J. Fridl. "Relevance of Motivational Concepts to Individual and Corporate Objectives," Personnel Journal, Vol. 49, November 1970, pp. 900-906.

Nunnally, J. C. Educational Measurement and Evaluation. New York: McGraw-Hill Book Company, 1964, pp. 41-52.

Oberg, Winston. "Make Performance Appraisal Relevant," Harvard Business Review, January-February 1972.

O'Brien, James J. Scheduling Handbook. New York: McGraw-Hill Book Company, 1969.

O'Dell, William F. The Marketing Decision. New York: American Management Association, 1968, p. 130.

BEST COPY AVAILABLE

Odiorne, G. S. How Managers Make Things Happen. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1961.

Odiorne, G. S. "The Trouble with Sensitivity Training," ASTD Journal, October 1963, pp. 9-20.

Odiorne, George S. "Discipline by Objectives," Management of Personnel Quarterly, Vol. 10, Summer 1971.

Odiorne, George S. Management by Objectives - A System of Managerial Leadership. New York: Pitman, 1965.

Odiorne, George S. Management Decisions by Objectives. Englewood Cliffs, New Jersey: Prentice-Hall, 1969.

Odiorne, George S. Personnel Administration by Objectives. Irwin, Inc., 1971.

Odiorne, George S. Training by Objectives. Macmillan, 1970.

O'Hea, J. J. "Colt Heating and Ventilation Limited," in John W. Humble, ed., Management by Objectives in Action. New York: McGraw-Hill Book Company, 1970, pp. 30-47.

Olsson, David E. Management by Objectives. Palo Alto, California: Pacific Books, 1968, p. 112.

Osborn, Alex F. Applied Imagination. New York: Scribner's and Sons, 1953, pp. 227-243.

Otto, Herbert A. Guide to Developing Your Potential. New York: Scribner's and Sons, 1967, p. 11.

Owen, D.E.P. "Management Techniques, Setting Objectives," The Chartered Mechanical Engineer, September 1966, pp. 388-392.

Paine, Frank and William Naumets. STRATEGY and Policy Formation. Philadelphia: W. B. Saunders Company, 1974.

Panton, F. S. "Management by Objectives," Management in Nigeria, May-June 1967, pp. 23-26.

Parkinson, D. Northcote. Parkinson's Law. New York: Houghton Mifflin, 1967, pp. 2-8.

"The PAR Story, Facts and Fiction." Pacific Telephone and Telegraph Company, 1966.

BEST COPY AVAILABLE

Pascoe, B. J. Case History of Management by Objectives within the Civil Service, Royal Naval Supply and Transport Service, Ministry of Defense (Navy), London, 1969, p. 22.

Pascoe, B. J. "Royal Naval Supply and Transport Service of the Ministry of Defense," in Humble, ed., Management by Objectives in Action. New York: McGraw-Hill Book Company, 1970, pp. 61-77.

Patton, Arch. "How to Appraise Executive Performance: Planned Performance," Harvard Business Review, January-February 1960.

Patton, Thomas H. "OD, MBO and the R/P System: A New Dimension in Personnel Administration," Personnel Administration, Vol. 35, No. 2, March-April 1972.

Paul, William J., Jr., Keith B. Robertson and Frederick Herzberg. "Job Enrichment Pays Off," Harvard Business Review, Vol. 47, No. 2, March-April 1969, pp. 61-78.

Payne, Bruce. "How to Set Realistic Profit Goals," Harvard Business Review, September-October 1968.

Payne, Bruce. Long-Range Planning. New York: McGraw-Hill Book Company, 1963.

Payne, Bruce. Planning for Company Growth, The Executive's Guide to Effective Long-Range Planning. New York: McGraw-Hill Book Company, 1963.

Pelissier, Raymond. "Review of Improving Business Results by John Humble," Personnel Administration, May-June 1970.

Penrose, Edith T. The Theory of the Growth of the Firm. Oxford, 1959.

Perrow, C. Organization Analysis. Belmont, California: Wadsworth Publishing Company, 1970.

Peter, Laurence J. and Raymond Hull. The Peter Principle. William Morrow and Company, 1969.

Peters, D. H. "Reward Functions to Reinforce a Goal-Based Management Process," Management Science 18:B663-B675, August 1972.

Peterson, LeRoy A. "Establishing Objectives, in H. B. Maynard, ed., Top Management Handbook. New York: McGraw-Hill Book Company, 1960, pp. 181-199.

BEST COPY AVAILABLE

Phillips, James Boyce. Application of an Educational Management by Objectives Model, Dissertation, University of Tennessee, 1973.

Pigors, Paul and Charles A. Myers. Personnel Administration. New York: McGraw-Hill Book Company, 1965.

Pilenzo, R. C. "Placement by Objectives," Personnel Journal, 52:804-810, Summer 1973.

Political and Economic Planning, Thrusters and Sleepers. London: Allen and Unwin, 1965.

Porter, L. W. and E. E. Lawler, III. Managerial Attitudes and Performance. Homewood, Illinois: Irwin, 1968.

Preston, S. J. "J. Stone's Management by Objectives," Personnel, (London) 1, 1968, pp. 22-25.

Program Aims to Mesh Company's Employees' Goals. Industry Week 176:46-7+, March 12, 1973.

Pryer, M. W. and B. M. Bass. "Some Effects of Feedback on Behavior in Groups, Technical Report 13, Contract N7ONR 35609, Baton Rouge, Louisiana, Louisiana State University, 1957.

Pryer, M. W. and B. M. Bass. "Some Effects of Feedback on Behavior in Groups," Sociometry 22, March 1959, pp. 56-63.

Raia, Anthony P. "A Second Look at Management Goals and Controls," California Management Review, Vol. VIII, 1966, pp. 49-58.

Raia, Anthony P. "Goal-Setting and Self-Control," Journal of Management Studies, II-I, 1965, pp. 34-53.

Rautenstrauch, Walter and Raymond Villers. The Economics of Industrial Management, 2nd ed. New York: Funk and Wagnalls, 1957.

Reddin, W. J. Corporate Objectives Conference Course Material. Fredericton, N. B. Management by Objectives, Ltd., 1970.

Reddin, W. J. "Do MBO Systems Differ?" Optimum, Spring 1973, pp. 42-50.

Reddin, W. J. Job Enrichment Form. Fredericton, N. B. Organizational Tests, Ltd., 1970.

BEST COPY AVAILABLE

Reddin, W. J. "MBO and the Behavioral Sciences," Optimum, Fall 1972, pp. 10-13.

Reddin, W. J. Managerial Effectiveness. New York: McGraw-Hill Book Company, 1970.

Reddin, W. J. Managerial Objectives Conference Part One Course Material. Fredericton, N. B. Management by Objectives, Ltd., 1970.

Reddin, W. J. Managerial Objectives Seminar Course Material. Fredericton, N. B. Management by Objectives, Ltd., 1970.

Reddin, W. J. Team Objectives Meeting Course Material. Fredericton, N. B. Management by Objectives, Ltd., 1970.

Reddin, W. J. and D. O'Brien. Time Usage Diary. Fredericton, N. B. Organizational Tests, Ltd., 1970.

Reddin, W. J. and B. Sullivan. Managerial Effectiveness Biography. Fredericton, N. B. Organizational Tests, Ltd., 1970.

Reddin, W. J. Effective Management by Objectives: The 3-D Method of MBO. McGraw-Hill, 1970.

Reif, W. E. and G. Bassford. "What MBO Really Is," Business Horizons 16:23-30, June 1973.

Riggs, James L. Economic Decision Models. New York: McGraw-Hill Book Company, 1968, pp. 7-13.

Riggs, James L. Production Systems: Planning Analysis and Control. New York: John Wiley and Sons, Inc., 1970.

Robertson, Keith. "Managing People and Jobs," Personnel Management, Summer 1969.

Roche, William J. "Motivating People with Meaningful Work," Harvard Business Review, May-June 1970.

Rock, Milton E. Handbook of Wage and Salary Administration. New York: McGraw-Hill, 1972.

Rose, Homer C. The Development and Supervision of Training Programs. New York: American Technical Society, 1964.

Rowe, Kay H. "An Appraisal of Appraisals," Journal of Management Studies, Vol. 1, No. 1, March 1964, pp. 1-25.

BEST COPY AVAILABLE

Rowell, K. Employee Survey. Fredericton, N. B. Organizational Tests, Ltd., 1970.

Rowland, Virgil K. Managerial Performance Standards. New York: American Management Association, 1960.

Rowland, Virgil K. "Setting Standards of Performance for First-Line Management," Personnel, September-October 1960.

Rubenstein, A. H. "Setting Criteria for R & D," Harvard Business Review, Vol. 35, 1957, pp. 95-104.

Rush, Harold M. F. Behavioral Sciences Concepts and Management Application. New York: National Industrial Conference Board Studies in Personnel Policy, No. 216, 1969.

Rychlak, Joseph F. and D. W. Bray. "A Life-Time Method for Scoring Interviews in the Longitudinal Study of Young Business Managers," Psychological Reports, Vol. 21 (1), 1967.

St. Thomas, Charles E. Practical Business Planning; a Manager's Guide. New York: American Management Association, 1965.

Saleh, S. D. and W. J. Meneit. "The Psychologist's Role in Modern Organization," Studies in Personnel Psychology 5:147-152, Spring 1973.

Samaras, T. T. "Overcome Entropy or Your Organization Dies!" The Office 77:12-16+, March 1973.

Sanders, George S. "The Management of Research," Chemistry and Industry, 1965, pp. 2076-2079.

Scanlan, Burt K. "Quantifying and Qualifiable, or Can Results Management be Applied to the Staff Man's Job?" Personnel Journal, March 1968, pp. 162-166, 203.

Scanlan, Burt K. Results Management in Action. Management Center of Cambridge, 1969.

Schaffer, Robert H. "Managing by Total Objectives," Management Bulletin, No. 52, American Management Association, 1964.

Schaffer, Robert H. "Putting Action into Planning," Harvard Business Review, November-December 1967.

BEST COPY AVAILABLE

Scheid, Phil M. "Charter of Accountability for Executives," Harvard Business Review, July-August 1965.

Schein, Edgar H. and W. G. Bennis. Personal and Organizational Change Through Group Methods: The Laboratory Approach. New York: Wiley, 1965.

Schleh, Edward C. "Management by Objectives: Some Principles for Making It Work," The Management Review, November 1959, pp. 26-33.

Schleh, Edward C. Management by Results. New York: McGraw-Hill, 1961.

Schoderbek, Peter P. "Give Your Subordinates Goals to Grow on," Supervisory Management, October 1965.

Schoeller, V. Donald. "Setting Managerial Standards of Performance," Administrative Management, May 1964.

Schrader, Albert W. "Let's Abolish the Annual Performance Review," Management of Personnel Quarterly, Fall 1969, p. 20.

Schramm, W. The Research on Programmed Instruction: An Annotated Bibliography. U.S. Department of Health, Education and Welfare. Washington, D.C.: U.S. Government Printing Office, 1964.

Schuh, Allen J. and Milton D. Harel. "The Counselor in Organizations: A Look to the Future," Personnel Journal, Vol. 51, May 1972, pp. 354-359.

Scott, Brian W. Long-Range Planning in American Industry. New York: American Management Association, 1965.

Shield, Lansing P. "Directing the Attainment of Objectives," in Maynard, ed., Top Management Handbook. New York: McGraw-Hill Book Company, 1960, pp. 302-316.

Sibson, Robert E. "The Problems You Shouldn't Solve," Management Review, February 1969, pp. 29-31.

Siepert, Albert F. "Promoting Our Best Managerial Potentials," Personnel Administration, Vol. 34, No. 1, January-February 1971.

BEST COPY AVAILABLE

Simon, Herbert A. Administrative Behavior, 2nd ed. New York: The Free Press of Glencoe, Inc., 1957.

Simon, Herbert A. "Comments on the Theory of Organizations," American Political Science Review, December 1952, p. 1130.

Simon, Herbert A. and James G. March. Organizations. New York: John W. Wiley and Sons, Inc., 1958.

Simon, Herbert A. "On the Concept of Organizational Goal," Administrative Science Quarterly, 9:1-22, 1964.

Simpkins, John J. "Planning for Management by Objectives," Systems and Procedures Journal, January-February 1966, pp. 32-37.

Slevin, Dennis P. "The Assessment Center: Breakthrough in Management Appraisal and Development," Personnel Journal, April 1972.

Sloan, Alfred P. My Years with General Motors. Garden City: New York: Doubleday and Company, 1963.

Sloan S. and D. E. Schrieber. Hospital Management ... An Evaluation, Monograph No. 4, Bureau of Business Research and Service, Graduate School of Business. Madison, Wisconsin: The University of Wisconsin, 1971.

Sloan, Stanley and Alton C. Johnson. "Performance Appraisal ... Where are We Headed?" The Personnel Administrator, Vol. 14, No. 5, 1969, p. 11.

Smiddy, Harold F. "Deciding," in Maynard, ed., Top Management Handbook. New York: McGraw-Hill Book Company, 1960, pp. 267-297.

Smith, Charles H. "Management by Objectives as a Communication Device," in Superior-Subordinate Communication in Management (Research Study No. 52). New York: American Management Association, 1961.

Smith, E. E. "The Effects of Clear and Unclear Role Expectations on Group Productivity and Defensiveness," Journal of Abnormal and Social Psychology, Vol. 55, 1957, pp. 213-217.

Smith, E. E. and S. S. Knight. "Effects of Feedback on Insight and Problem Solving Efficiency in Training Groups," Journal of Applied Psychology, Vol. 43, 1959, pp. 209-211.

BEST COPY AVAILABLE

Smith, Richard A. Corporations in Crisis. New York: Doubleday and Company, Inc., 1963, p. 21.

Spencer, Milton and Louis Seigelman. Managerial Economics; Decision Making and Forward Planning. Homewood, Illinois: Richard D. Irwin, 1962.

Staley, John D. The Cost-Minded Manager. New York: American Management Association, 1961.

Stalnaker, W. G. "Management by Objectives; an Overview," Insurance 74:26-27, June 1973.

Stedry, A. C. Budget Control and Cost Behavior. Englewood Cliffs, New Jersey: Prentice-Hall, 1960.

Stedry, A. C. and E. Kay. "The Effect of Goal Difficulty on Performance: A Field Experiment," Behavioral Science, Vol. 11, 1966, pp. 459-470.

Steel Magazine. "Managing by Objectives," Steel, Vol. 160, March 6, 1967, pp. 73, 75.

Steiner, G. A. Managerial Long-Range Planning. New York: McGraw-Hill Book Company, 1963.

Steiner, G. A. Top Management Planning. New York: The Macmillan Company, 1969.

Steinkraus, Herman W. "Motivating," in Maynard, ed., Top Management Handbook. New York: McGraw-Hill Book Company, 1960, pp. 351-371.

Stewart, Nathaniel. Strategies of Managing for Results. Englewood Cliffs, New Jersey: Prentice-Hall, 1966.

Strauss, George and Leonard R. Sayles. Personnel: The Human Problems of Management. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1967.

Stringer, Robert A. "Achievement Motivation and Management Control," Personnel Administration, Vol. 29, No. 6, November-December 1966.

Stull, R. A. "Determining Management Objectives," Rydges, April 1963.

Stumpf, Charles F. "Administration by Objectives," Hospital Administration, Winter 1961, pp. 43-50.

BEST COPY AVAILABLE

Suojanen, Waino W. "Management Theory: Functional and Evolutionary," Academy of Management, March 1963, pp. 7-17.

Suojanen, Waino W. "Military Organization and the General Staff," Journal of the Academy of Management, August 1961, p. 116.

Sutherland, D. J. "Managing by Objectives in Retailing," Journal of Retailing, 47:15-26, Fall 1971.

Tannebaum, Robert, Irving R. Weschler and Fred Massarik. Leadership and Organization. New York: McGraw-Hill Book Company, Inc., 1961.

Tansik, D. A. "Influences of Organizational Goal Structures Upon Participant Evaulations," bibliography, Academy of Management Journal 16:265-276, June 1973.

Taylor, A. and C. E. Noble. "Acquisition and Extinction Phenomena in Human Trails and Error Learning Under Different Schedules of Reinforcing Feedback," Perceptual and Motor Skills, Vol. 15, 1962, pp. 31-44.

Taylor, Edwin K. and Edwin C. Nevis. "The Use of Projective Techniques in Management Selection," Personnel, Vol. 33, No. 5, March 1957.

Taylor, Frederick W. General and Industrial Management. New York: Pitman Publishing Corporation, 1949.

Tebay, J. E. "Planning That Begins and Ends with People," Management Review, 62:47-51, January 1973.

Terry, George R. Principles of Management. Homewood, Illinois: Richard I. Rivin, Chapter 3 and 25, 6th ed., 1972.

Thompson, Harvey A. "Comparison of Predictor and Criterion Judgments of Managerial Performance Using the Multitrait-Multimethod Approach," Journal of Applied Psychology, Vol. 54, No. 6, 1970.

Thompson, James. Organizations in Action. New York: McGraw-Hill Book Company, 1967.

Thompson, Paul H. and Gene W. Dalton. "Performance Appraisal: Managers Beware," Harvard Business Review, January-February, 1970.

BEST COPY AVAILABLE

Thompson, S. How Companies Plan. New York: American Management Asscciation, 1962, p. 210.

Thompson, Stewart. Management Creeds and Philosophies. New York: American Management Association Research Study No. 32, 1958.

Thompson, Victor A. Modern Organization. New York: Harper and Brothers, p. 1911.

Tilles, Seymour. "How to Evaluate Corporate Strategy," Harvard Business Review, Vol. 41, No. 4, July-August, 1963.

Tilles, Seymour. "The Manager's Job: A Systems Approach," Harvard Business Review, January 1963.

Toedt, Theodore A. "Meaning of Control," Hospitals, December 16, 1958.

Toffler, Alvin. Future Shock. New York: Bantam Book Company, 1970, pp. 9-12.

Tosi, H. L. and others. "Setting Goals in Management by Objectives," California Management Review, 12:70-78, Summer 1970.

Tosi, Henry and S. J. Carroll. "Managerial Reaction to Management by Objectives," Academy of Management Journal 11:415-426, 1968.

Tosi, Henry L., Jr. "Management Development and Management by Objectives - An Interrelationship," Management of Personnel Quarterly, Vol. IV, 1965, pp. 21-27.

Tosi, Henry L., Jr. and Stephen J. Carroll. "Some Factors Affecting the Success of 'Management by Objectives'," Journal of Management Studies, Vol. 7, No. 2, May 1970, pp. 209-223.

Tosi, Henry L., Jr. and Stephen J. Carroll. "Some Structural Factors Related to Goal Influence in the Management by Objectives Process," MSU Business Topics, Vol. 17, Spring 1969, pp. 45-50.

Trickett, J. M. "Fulfilling Individual Needs in Management Development," Personnel, May 1957.

Trowbridge, M. H. and H. Cason. "An Experimental Study of Thorndike's Theory of Learning," Journal of Genetic Psychology, Vol. 7, 1932, pp. 245-260.

BEST COPY AVAILABLE

Turner, H. B. "Government Applies Management Approach to Aid Business Services," Commerce Today 3:17-18, October 1, 1973.

Urwick, Lyndall F. Elements of Administration. New York: Harper and Brothers, 1944.

Urwick, Lyndall F. Notes on the Theory of Organization. New York: American Management Association, 1952.

Valentine, R. F. "Laying the Groundwork for Goal Setting," Personnel, Vol. 43, January-February 1966, pp. 34-41.

Valentine, Raymond F. Performance Objectives for Managers. New York: American Management Association, 1966.

Varney, Glenn H. Management by Objectives. Chicago: Dartnell Company, 1971.

Varney, Glenn H. "Management by Objectives: Making It Work," Supervisory Management 17:24-30, January 1972.

Villers, R. Research and Development: Planning and Control. New York: Financial Executives Research Foundation, 1964.

Virts, John R. and Richard W. Garrett. "Weighing Risks in Capacity Expansion," Harvard Business Review, May-June 1970, pp. 132-140.

Voich, Dan, Jr. and Daniel A. Wren. Principles of Management-Resources and Systems. New York: Ronald Press, 1968, pp. 21-29.

Volante, Elena. "Goal Setting for Managers," Management of Personnel Quarterly, Vol. 10, Winter 1971.

Vroom, V. Motivation in Management. New York: American Foundation for Management Research, 1965.

Vroom, V. H. Work and Motivation. New York: John Wiley, 1964.

Walker, M. R. and J. S. Sayer. "Project Planning and Scheduling," Report 6959. Wilmington, Delaware: E. I. DuPont de Nemours and Company, March 1959.

Walsh, John. "Office of Management and Budget: New Accent on the 'M' in OMB," Science 183:286-290, January 1974.

Walton, Richard E. Interpersonal Peacemaking: Confrontations and Third-Party Consultation. Reading, Massachusetts: Addison-Wesley, 1969.

BEST COPY AVAILABLE

Warren, E. Kirby. Long-Range Planning: The Executive Viewpoint. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1966.

Weber, Catherine Alberta. The Effectiveness of Management by Objectives in a School Setting, Dissertation, University of Washington, 1973.

Westinghouse Electric Corporation. "Management Performance Objectives," Management Guide GM-7, (rev.), Westinghouse Electric Corporation, Pittsburgh, March 1963, p. 2.

Weston, J. Fred. "Evaluating Company Performance, in H. B. Maynard, ed., Handbook of Business Administration. New York: McGraw-Hill Book Company, 1967, pp. 3-72, 3-79.

Whittington, F. B., Jr. "MBO-An Approach to Purchasing's Identity Crisis," Journal of Purchasing, November 1970, Vol. 6, pp. 5-12.

Whyte, W. F. Money and Motivation. New York: Harper, 1955.

Wickens, J. D. "Management by Objectives: An Appraisal," Journal of Management Studies, Vol. 5, 1968, pp. 365-379.

Wickstrom, Walter S. "Management by Objectives or Appraisal by Results?" The Conference Board Record, Vol. 3, New York, July 1966, pp. 27-31.

Wickstrom, Walter S. Managing by - and with - Objectives. New York: National Industrial Conference Board Studies in Personnel Policy, No. 212, 1969.

Widdop, F. R. "Why Performance Standards Don't Work," Personnel, Vol. 47, No. 2, March-April 1970.

Wiest, Jerome D. "Heuristic Programs for Decision Making," Harvard Business Review, September-October 1966, p. 129.

Willms, A. M. and W.D.K. Kernaghan. Public Administration in Canada. Toronto: Methuen Publications, 1970.

Wilson, R. A. "Make Objectives Really Come Alive," Iron Age, August 6, 1970, Vol. 206, pp. 52-53.

Wohlking, Wallace, Harry Levinson, George Strauss and Walter R. Mahler. "Management by Objectives," Training and Development Journal, Vol. 26, April 1972, pp. 2-19.

Zajonc, R. B. "The Effects of Feedback and Group Task Difficulty on Individual and Group Performance," Technical Report 15, Contract NONR 1224(34). Ann Arbor, Michigan: University of Michigan, 1961.

BEST COPY AVAILABLE

39. CPL Exchange Bibliography #577

Zimmerman, Fred L. "Roy Ash and His OMB 'Hustlers' Expand Influence Through Much of Government's Day-to-Day Work," The Wall Street Journal, February 1, 1974, p. 26.

COUNCIL OF PLANNING LIBRARIANS Exchange Bibliography #577

MANAGEMENT BY OBJECTIVES AND GOAL SETTING

Additional copies available from:

Council of Planning Librarians
Post Office Box 229
Monticello, Illinois 61856

for $4.00